

Chemical Stockpile Emergency Preparedness Program Public Affairs Integrated Process Team (IPT)

Meeting Minutes
Atlanta, GA
February 21-23, 2001

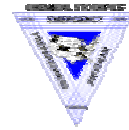
Day One

Welcome – Steve Horwitz/John Yaquiant

- Welcome to Atlanta
- Introductions - Mary Hudak, FEMA Region IV PIO
 - Lots of activities at FEMA Region IV this week, Regional meetings, travel
 - Any administrative needs, please see Mary Hudak
 - Marilyn Miller (acting director) will come by sometime today
- Introductions - Randy Hecht - FEMA Region IV (works closely with Alabama)
- Introductions - Mike McCormick - Calhoun County PIO
- Introductions - Delois Champ - Calhoun County CSEPP Planner
- Introductions - Cathy Coleman - Anniston Chemical Activity PIO
- Introductions - Susan Cooper - Talladega County PIO
- Introductions - Barbara Vogt - Oakridge
- Introductions - John Sorenson - Oakridge

Chair's Time

- Chicago meeting minutes updates/changes - approved
- CSEPP Brochure - does everyone have copies
 - Changes were due to Linda Zander by January 15th
- Handouts
 - FEMA report to congress
 - Timeliness of issue
 - "A high level of public awareness of protective actions"
 - One of the 4 chosen performance measure indicators for CSEPP
 - Section on CSEPP Public Education program - "new and more aggressive national media strategy"
 - Section on Risk Communication
 - Performance Measures will be discussed in more specifics during National Strategy discussion
 - Bio of new director - Joe M. Allbaugh
 - Sworn in on Friday, February 16, 2001
- Charter
 - Representatives from each CSEPP site



- Site members serve as representatives for their entire site regardless of actual jurisdiction
- Charter also provides for 2 FEMA Region representatives
- PMCD also has a member on the IPT (not in Atlanta this week)
- FEMA HQ and Army members
- Special welcome to Marilyn Thompson from Pueblo site
- Full agenda today - due to flight problems, agenda will have to be arranged
 - SIP will be moved to today and National Strategy session will move to tomorrow
- Handout on Oregon CSEPP Management Study (conducted by IEM, Inc. - briefed to Oregon during summer 2000)
 - Public Affairs excerpts
 - Highlights areas of PIO excellence
 - Highlights efforts of Umatilla public affairs team
 - Umatilla has technical merits and cohesion as a team, which proved for successful efforts
 - Alabama meeting a few weeks ago also demonstrated cohesion and cooperation - positive attitude; therefore, a lot was accomplished
 - Notion of working effectively as a team (state and local cooperation along with cooperation from national HQ)

Charter

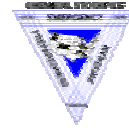
Are there any final changes/updates?

- Vision - which publics are included in this
- Idea was to include all publics (both those affected and those outside of the affected area)
- Charter was approved
- Members signed the charter

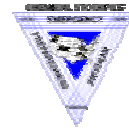
Update on Alabama Strategy - Steve Horwitz, Randy Hecht, Jim McCamy, Cathy Coleman, Delois Champ, Susan Cooper

Jim McCamy

- Discussion of Anniston site issues in relation to national strategy
 - Will develop SOW and hire state contractor who will help with outreach strategy
 - Umatilla strategy was helpful in establishing Alabama SOW (first real example of Umatilla campaign as a pilot program being used at other sites)
 - Scott Adcock has been working with contractors about strategy/pricing
 - Goal was to have contractor on board no later than first 2 weeks in April
- Focus group idea was discussed to determine where AL is and where they need to be (establish baseline awareness) - idea of focus group is still being discussed
 - Randy Hecht - Didn't University of Alabama already do this, why can't we use this data



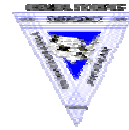
- Cathy Coleman - Pros and cons considered focus group may help broaden concept of UAB survey
- Focus group would also discuss message impact
- Randy Hecht - need to consider duplicate efforts - we don't want to waste our efforts
- AJ is supposed to be providing information about establishing/supporting a focus group
- Need to crosswalk focus group idea with UAB surveys
- Umatilla contractor only did TV ads, Umatilla public information group did print/radio ads
- Need to find out exactly what came out of UAB survey and compare it to focus group concept
- Lee Helms is looking for more information about this
- Idea is to have contractor on board by mid April -
- Cathy Coleman - Anniston wants to try and build on Umatilla messages - don't want to reinvent the wheel - will stay on simple message issues
- SOW is still in draft form - Scott Adcock is working on it
- AJ Grant has lead on focus group aspects
- Jesse Seigal - focus group can be helpful, but isn't necessarily an effective measurement tool - Umatilla surveys have been consistent over time - designed to take group through end of campaign
- Before we commit to focus group, we need to look at all alternatives -
- SOW needs to be specific with its language in regard to what the measurement tool needs to include
- UAB survey is the most current
- Letter to CSEPP coordinator for state (John Duncan)
 - Letter asked for funding for public education/affairs program
 - Idea is to protect counties and everyone's efforts
 - Big picture is please proceed with getting contractor and establishing SOW
 - Counties must approve what is happening at their site
 - Counties agreed in overall interest in looking an entire picture as unified effort - need a contractor who can deliver on the needs of all counties and states
 - Example of cooperative effort making a difference in allocation of funds/resources
- SOW provision needs to include review of all existing survey results to determine relevance of the data - needs to address measurement issues
- Umatilla survey looks at change over time - good way to do it - might want to consider this for all the sites - could provide indication of where all sites need to go - University of Arizona survey didn't necessarily provide valid results (wasn't concentrated in IRZ/PAZ) - one questionnaire could show results/improvement at all sites
- Umatilla has done baseline/90 days/180 days (see handout for results)
 - Umatilla looked at more than just telephone survey results - measures outcomes
 - Surveyed 800 people (750 Oregon/50 Washington)
 - Surveys cost about \$10,000 per survey
 - Survey is one of measurement instruments, but it is not the only one



- Umatilla group is measuring across the board (ex. phone calls, Web site hits, presentation requests)
- The 90 survey identified a new issue - safety of children in schools
- Umatilla media campaign is showing results
- National strategy needs to address all sites, but need basic place to start from
- Recommendation may be to have surveys across sites - Umatilla survey instrument itself may be good place to start
- Umatilla survey - 16 questions main question and 5 or 6 demographic questions
 - Very specific in regard to knowing what to do in a chemical emergency (all CSEPP offpost questions)
 - Other sites need to see if these questions would work at their sites
- Recommendations of IPT carry a lot of weight
- Randy Hecht - What is the benefit of a CSEPP specific survey to other programs (ex. SIP effects other programs)
- If you're paying for the survey, might as well add in a few more questions
- IPT needs to examine the survey and address these issues
- Performance Measures discussion on Friday morning might be a good time to do this
- Do results of surveys determine the products that are developed?
- The survey results often guide the next step in the public outreach strategy
- Key message is not CSEPP - it is readiness, idea of emergency preparedness
- Has role-over to other areas of emergency preparedness
- Role of all hazards needs to be addressed - people need to know what to do when the sirens go off
- Last week a letter was sent to Calhoun County Commissioner - discussed the commitment of the Army and FEMA to ensure that all residents in close proximity to ANAD "receive one-on-one guidance and counseling" as to what to do in an emergency
- Colorado went to 700 homes with TAR and information
- Anniston has 35,000 homes
- Oregon did it with 17,00 homes in TAR distribution
- In Anniston, TAR distribution only address what the TAR would do
- Calhoun county has not agreed to SIP yet

Shelter-in-place Workgroup Update - John Yaquiant

- February 7, 2001 - John Yaquiant went to SIP meeting at APG - goal is to develop overarching strategy on SIP - public affairs group was asked to provide input
- Goal is to have draft strategy of SIP plan by National Conference



SIP Work Group Presentation - Tom Warnock (FEMA HQ)/Tom Sorenson & Barbara Vogt (Oakridge)

- SIP work group to develop SIP strategy to aid in SAP decision making
- See handout
- Goals from 200 Dallas Planning Conference
 - Determining evacuation or shelter
 - When to sound all-clear
 - Policy for egress from shelter
 - Handling of people after SIP - decontamination, transport, etc.

Accomplishments to date

- Identified critical SIP issues
- Develop list of SIP policy recommendations
- Identify tools to help in SIP process

Critical issues

- Release duration
- Time of event
- Effects of exposure on ability to implement PAD
- Total time it takes to notify the public
- Public view and acceptance of SIP
- Less time public has to react

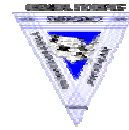
PAR/PAD Considerations

- Support maximum protection (CSEPP Policy Paper #1)
- Evacuation is referred PAD if people can get out in time
- Total time to notify population
- Cannot get 100% A&N to 100% of Population
- Some people will disregard A&N
- Majority of pop will comply with evacuate message
- Some segments of the population will not be able to implement PAD correctly
- Expected compliance rate for SIP message is unknown

Example on <http://emc.ornl.gov> or e-mail John Sorenson at jhs@ornl.gov

Open Discussion

- Need to address SIP as **proactive measure** rather than a passive measure - need to address it as something people can do to be responsible for own safety
- Chemical industry is looking to our program for ways to address SIP - what CSEPP does on SIP will affect HAZMAT world
- SIP hasn't been done formally - there are anecdotal measures, but nothing quantifiable
- SIP has a credibility problem
- Group also needs to address delayed evacuation policy (not necessarily the proper term for it)



- Need to accurately define concepts and terms
- Need to address fact that although we tell people what to do, it is ultimately up to them to be responsible for their own safety
- Umatilla media campaign tried to address this - "people are responsible for their own safety" - "personal responsibility"
- Need to make compelling case for emergency managers to recommend SIP or evacuation
- Need to give message that SIP is a safe and survivable option
- How is SIP related to safety achieved by fleeing
- Need to quantify SIP issues to make it a publicly acceptable protective action
- Public Affairs group needs to address these issues and how to sell them to the rest of the population - idea might have to be to show them rather than to tell them
- Umatilla has run ads that address SIP

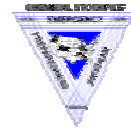
Presentation (continued)

Terminating Shelter

- Ideal time to leave shelter is when the outside concentration drops below the indoor concentration
- We have to tell population when this ideal time occurs
- Have to resort to modeling for predicting these times (this issues will also have to be addressed to public population)
- Tip to tail time is an additional issue
- Models are based on relative concentration - tip to tail time is determining factor for leaving shelter
- SIP/Evacuation issues are going to effect decisions at other sites - public will have questions about what other sites are doing - credibility issues (how do we convince public that we know what we are talking about)

Sip Policy Recommendations

- Onpost and offpost PADs must be shared
- PADs can be expanded but never reduced
- Need formal process for installation updates - even if "no change"
- **Any SIP PAR must be followed by timely terminate shelter PAR**
- Need clarification of "8 minute" rule - what does it cover?
- Need to clearly establish End of Release time
- Always evacuate after SIP if within "Ground Truth" area (as determined by what is still under discussion)
- Evacuation is preferred PAD for controlled events - i.e., rocket recovery, burned igloo, overhaul
- Dispersion models are appropriate for deciding when to begin and terminate SIP (monitoring is impractical)
- All protective action options should be demonstrated to completion in CSEPP exercises (this doesn't mean people should evacuate or shelter during exercise; however, official



decision making steps should be demonstrated to the end point - need to play exercise out to all clear message)

- **Every protective action strategy must have a public education component with a consistent message**

Timing issues are also a consideration - duration of accident is not known at onset

Agent effects will also have to be addressed to the public

Tools

- **SIP versus evacuation tool** - algorithm for planners to decide when SIP is best protective action (public affairs needs to answer who, what, when, where, why, and how)
- **Terminate SIP decision tool** - algorithm for planners and decision makers to decide when to terminate SIP
- Public Affairs people need to know what they are selling before they can sell it
- IEM developed an Alabama Guidebook has been developed that determines SIP vs. evacuation recommendations
- Guidebook was developed specifically for Alabama

Dosage issues

- Need a simple way to address dosages to the public (AEGLs)
- Need to relate this to SIP and evacuation
- Terminology issues in relation to message construction for the public

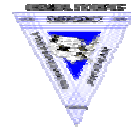
Relationship to Public Affairs IPT

- Role of public education in SIP
- PAD making and public education are linked processes
- How likely is public to implement SIP?
- Need to educate public that SIP is a 2-step process

Continuation of Shelter-in-place Discussion

Shelter-in-place Video - National Institute for Chemical Studies (NICS) 12 minutes

- General SIP information - not CSEPP (or any hazard) specific
- Provides a visual explanation of dispersion and how a chemical can slowly filter into your house over time
- Also briefly discusses emergency warning system (sirens and radio)
- Explains and demonstrates SIP kit
- Goes over SIP instructions
- Discusses school and overpressurization and SIP for schools



Discussion

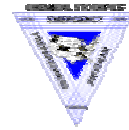
- Favorable feedback
- Demo of house and smoke was nice - makes a good case
- Example situations that lend themselves to SIP was good
- All hazard approach
- Oakridge is developing a SIP video with a training focus (what are the training group objectives for this project) - audience is population surrounding the depots
- Trapped visualization in contamination was not good (didn't show dissipation of plume) - would be nice if they showed outside concentration passing over the house
- Wet towel over face/under door is not realistic for CSEPP emergencies (vapors would pass through this type of material)
- Video was easy to follow - good approach
- A little too long for public - 7-9 minutes may be better
- This video doesn't address the variety of SIP options
- Are other protective actions going to be address in a SIP video? Evacuation?

Sheltering-in-place at Your Office Video - Kanawha Putnam Emergency Planning Committee 1999 (West Virginia) 12 minutes

- Broadcast news media theme - discusses SIP for different situations
- Discusses SIP at workplace - how its done and the various elements
- Explains SIP kit
- Demonstrates SIP for the workplace
- Discusses SIP in school and children safety - schools have SIP programs (very brief)
- Discusses drawbacks of SIP - goal is to *reduce* not *eliminate* exposure to toxic chemicals
- Addresses alert warnings
- Emphasizes need for pre-planning for SIP

Discussion

- Good for businesses
- Doesn't discuss what to do after you leave the shelter
- Needed to add information about following the instructions of local officials - don't want to lock anyone into a strict course of action after all clear warning
- If you are telling people to evacuate, there is not need for them to ventilate their homes
- Videos both emphasized sheltering for chemical with low health risks
- CSEPP video needs to emphasize SIP even with small amounts of chemicals
- Narrator discussing differences b/w SIP at work and at home was good
- Video provided some entertainment (props - models), which was good
- House prop demonstrates feasibility of SIP
- Smokehouses would be good to have to demonstrate with at each site
- Umatilla distributed SIP video with SIP kit in 1996 - also available at local video stores and libraries (not very helpful - people don't watch it)
- News aspect was somewhat bothersome - not a news piece - very "talking head" not too personal
- Others like that concept



Shelter-in-Place Video - Umatilla Video 1996 - 10 minutes

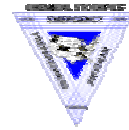
- Discusses SIP in relation to HAZMAT and other emergencies
- SIP procedures
- Demonstrates family sheltering
- Provides contact information for more information

Discussion

- Positive feedback
- Information
- More personal (reality TV effect) - the people on the video resemble neighbors
- Family oriented
- Good SIP product needs to address audience and meet the particular audience's needs (ex. Wally video works with kids, but not with adults)
- Not everyone connects with this video
- Distribution on this particular video was general community with SIP kits
- IPT group would like to be able to provide feedback to Oakridge SIP video
- Argonne is also working on SIP video - need to focus efforts of these videos
- Audience is KEY to this project - video needs to address each particular audience - need to be sensitive to the final use of the video
- If we are doing 2 videos, shouldn't each one address a different need
- Another problem is that videos just tell you what to do, not why to do it
- Videos need to answer question of "Why"
- Need to be a little more realistic with "family dramatizations"
- There are beliefs and myths surrounding SIP and evacuation and we might need to address these myths in a video - need to show reality - not "sugar coated" message

IEM Indoor Dispersion Demo

- Modeling information isn't necessarily accurate - don't want to confuse audience
- Concept at leaving at proper time is an important concept
- Video should address concept of what happens next
- Are we going to tell people what to do after they leave the shelter? Instructions should be kept generic - in other words, stay tuned for more information of where to go and what to do next



CSEPP Shelter-in-Place Video - John Sorenson, Oakridge

- Video requested by Bob Norville
- Project to begin in March 2001
- HQ, region, state, local, and installation partnership (interactive process - trying to make a product that meets audience needs - content acceptable to all)
- Peer review
- Rowland Productions - Knoxville, TN
- Also developing videos on DVD

SIP Video

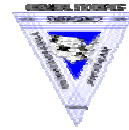
- Train families living around depot
- Basic concepts of SIP
- Step-by-step procedures to sheltering

SIP and Public Affairs Challenges

- Multiple protective actions can be confusing to the public
- Develop public education that convinces the public that sheltering can protect them
- Make shelter a pro-active strategy (what public can do to protect themselves)
- Develop effective sheltering warning messages (social science research - people will listen at time of emergency because things like SIP are not high on agenda when family is facing other pressing matters of daily life)
- People deal with risks when emergency occurs
- Has video about protective action decision making - to obtain a copy contact jhs@ornl.gov

SIP Public Affairs Issues

- SIP needs to be promoted as pro-active
- Separating CSEPP SIP from other hazards SIP
- Basic credibility of SIP - "SIP it works"
- SIP as temporary/transitional step - what do we call time to leave shelter? - terminate, leave, end, delayed evacuation
- "All clear" or _____
- Parameters - as little as or as long as to shelter (up to a few hours may be good generalization - however, people don't want generalizations) - minutes to hours is scale looked at
- Time in shelter will vary greatly based on situation
- "Delayed evacuation" or _____
- SIP as two-part process - time to go in and time to go out (is this message being relayed?)
- Public perceptions of SIP:
 - Difficult to do it/might not have time
 - Uncertain time frame
 - Harder to do/takes longer than evacuation



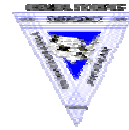
- Futility - SIP won't work - we'll die anyway
- Reluctant to plan/prepare ahead of time
- Leaders don't believe in SIP (credibility issue) - Army/Emergency managers are guilty by association
- Tiered public perception standpoint - different shelter options - which one works for me and how do you know
- How do I know if it is working? Am I doing it right?
- "One drop" will kill me perception/myth
- Public isn't sold on technical issues
- Dilemma in selling SIP - contradiction in instructions and then tell them to go out into area where plume was
- How do we tell people/convince them to go outside after the plume passed
- Concept issues versus term issues
- How quickly do I have to get into SIP?
- How do we talk about SIP globally when we have different variables at each site?
- As a member of public, how do I know that emergency managers are making a decision that will protect me?
- SIP is not 100% guarantee, but it may be the best/only option
- Apathy - depots have been there for awhile and nothing has ever happened before - why should I worry?
- Is the plastic and tape really going to help me or is it just supposed to "comfort" me?
- Forever the message was evacuation and now it SIP - credibility issues (Kentucky/Alabama)
- Is SIP and evacuation information issued at the same time - if so, will this confuse people
- Calhoun County decides to SIP, how do you deal with information public on 4 SIP options plus evacuation
- Persuading people to leave homes open for ventilation (security issue)
- Reentry contamination issues
- Animal issues
- Audience for SIP will be different based on location
- Does all clear message account for the types of homes (trailers, shacks, etc.)
- Fulfilling our SIP public education commitment to Alabama - how do we accomplish "one-on-one guidance and counseling" to ensure that the public understands the actions they need to take? (commitment that senior management made to Alabama)
- What do we tell people while they are sheltering?



Continuation of SIP Issue Discussion

Issues that the CSEPP SIP Working Group Need to Further Address	Issues that IPT will examine Internally
CSEPP SIP is temporary/transition - 2-step process(going in/going out) - what is safe and what isn't	Distinguish CSEPP SIP from other hazard SIP
What to communicate to people while they are in the shelter	Promoting SIP as proactive
Length of SIP (minute vs. evacuation)	Promote SIP as feasible - it works
Call it delayed evacuation or what?	Terminology issues (naming)
One drop will kill me perception myth/what will one drop do to you?	Difficult to shelter/harder than evac/futility/reluctance to prepare and plan ahead
Long term chemical effects of exposure today	Trust/credibility issue of leaders
Trust/credibility issue of leaders	SIP is not 100% guarantee, but may be best/only option
Futility of SIP	Does SIP really make me safe or is it designed to make me feel good
How do we convince people that it is safe to go outside when all clear is sounded	Duct tape and plastic really work
How quickly do I have to SIP?	Simultaneously announcing different PADs/how do deal with this
How to communicate new information on toxicity of AEGLs	SIP in regard to pets/livestock
Communicate science and process of decision making	How to communicate one-on-one to Alabama community
Duct tape and plastic really work	
Long-term effects of exposure	
Difference between volatile and evaporation	

⇒ Members please think about if they would like to serve on a sub-committee of SIP issues



Day Two

Chair's Time

Washington Post articles

- CSEPP needs to commit to using messages that imply credibility and openness
- Recent Navy issue is a good example

National Strategy Discussion - AJ Grant and Terrell Trumbel

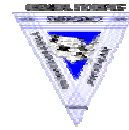
National Communication Strategy

Focus on intent and framework of strategy

- We need to start where the public is, not where we are
- Need to focus on applying framework to local sites

Highlights from yesterday

- Surveys - all existing surveys need to be examined before looking at doing new surveys - need to establish a comparative base across sites with the surveys
- SIP discussion - common ground between planners and public affairs people
- SIP videos - one stated that SIP is not a 100% guarantee - good to address this
- A lot of unresolved issues that still need addressing - need process to resolve these issues
- SIP - good to have planners involved
- Identification of public affairs SIP issues was good - however, we didn't get to brainstorm/identify solutions
- Charter approved and signed
- Need to examine SIP issues as our problems - we need to deal with them by finding solutions internally
- SIP technical explanation
- Umatilla survey information was helpful
- Need for various messages at each site is apparent - need to make sure citizens are safe
- Yellow pages in phone book for information - need display that lets people practice sheltering - need something tangible to activate people
- Information from Umatilla ads is great to apply to other sites
- The public affairs aspects of SIP are good
- Identified need for more communication between technical people and public affairs people



CSEPP Awareness Week in Indiana

- Went well
- Many schools (8) - 1500 students (focused on 4th, 5th, and 6th graders)
 - Kids had good questions
 - Commander was impressed with the feedback children provided
- Tied it into calendar coloring with the kids
- Commander went to each EOC and each local community
- Community feedback about the event was positive
- Dennis will distribute a copy of the week's agenda to the group
- Measuring devices - 10,000 calendars distributed
- County PIO was first person to speak, introduced commander - tied Army/counties together

Talladega County Update

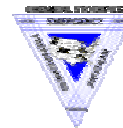
- Brochures and calendars for Talladega
- Faced with new information about evacuation/shelter
- Included new information about SIP and TARs

Agenda Review

- Look at strategy from higher level
- Examine what is there/what's not there
- What works/what doesn't
- Adapting it to our needs
- Examine campaign messages
- Strategy should reflect input from IPT
- Setting the tone of campaign - needs to be thorough and consistent
- Examine Ready. Get Set. Act! campaign concept
- Local plans and assessment - fitting it into national strategy
- Voice of group is important - need image of CSEPP group for the public
- Goal for today is to take strategy and brief it to CSEPP Senior Management with collective input of IPT
 - Review and screening by IPT
 - Possible review by smaller sub-IPT group
 - Final briefing to CSEPP senior management

Framing Issues for National Strategy

- Lots of ideas presented in previous sessions - challenge is to put together strategy and focus on a few primary ideas that will work
- Need to maintain a constant sharing of ideas



- Limited, but powerful objectives and tasks
- Communication of issues/national strategy - goal is to clearly communicate an unclear message - almost impossible to communicate something foggy
- Keep local strategy in mind when examining national strategy

Overview of National Strategy Sections

Communication Objectives

- Based on IPT charter vision
- Based on knowledge, awareness, action
- Important for internal CSEPP attitudes to change
- Starting with where the public is

Strategy

- Establish and maintain positive control of the communication process
- Enhance a two-way dialogue
- Eliminate the **us** versus **them** mentality
- Engage the public directly

Commitment to Strategy

- Need commitment from group on issues
- Immediacy of need to commit to the public

Audiences

- Examine the audiences and determine the best ways to reach each of them

Slogans

- Where does the message start? Need to frame the story
- Making Chemical Weapons History—Together

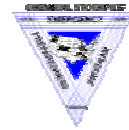
Tactics

- National outreach
- Local outreach
- Ready. Get Set. Act! Foundation
- Ready. Get Set. Act! Campaign
- SIP Kit

Activate the Active People

National Media Outreach Campaign

- Elements



Joint Organization

- Promote Ready. Get Set. Act!

Materials

- Development
- Distribution

Key Messages

- Development of messages - getting them to the people

Steps

- Engaging with the public and what this takes

Tasks

- Tasks for local and national and the assignments

Budget

- Estimated budget

General Concept of Strategy

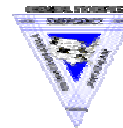
- Pull together ideas?
- Offer a compass?
- Can we follow it?

Everyone has their own style of communication - we need one foot grounded in traditional and one foot out of book (open to creative ideas)

Brainstorming Feedback of Strategy by Site

Umatilla

- Not sure how to brief strategy or sure what is in it for us
- Difficult to articulate
- National Foundation and 8 or 10 contractors sends the wrong message to sites
- Strategy gives no relationship between various entities - roles and responsibilities are confusing
- Language is unclear - thought process are mixed - no understanding of differences between various elements
- CSEPP advisory panel?
- Site to site implementation issues
- How are products implemented
- Like one voice concept
- Likes national products at local level



- Likes involving local communications
- Questions about product development and implementation and approval process
- Missing is the ongoing internal communication process - not identified
- Basic framework reflects IPT thought process - tactics may need to be adjusted
- Budget issues - want money to go to the public - not to us
- SIP kit proposal - we already do this

AJ Grant

- Some of these questions will be address - others are still under discussion
- Session today will address issues

Aberdeen

- Surprised that with internal talent we can't think of a slogan that is new - Making Chemical Weapons History is being used by PMCD - why do we need this?
- Objectives - first three messages are PMCD messages and do not address CSEPP objectives
- Our goals are getting public to act
- Strategy doesn't reflect what is appropriate for Maryland site
- PMCD message is already out there - we have to work with PMCD, but we have our own communication objectives
- This strategy address US rather than engaging the public - we need to talk about preparing the community to have them do what we want them to do

AJ Grant

- Idea was to use Making Chemical Weapons History as a framework - it is the end of the story - how we will get there is the key
- We are trying to build a starting point between storage and disposal

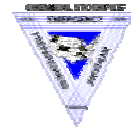
Steve Horwitz - disconnect between IPT charter and national strategy

Terrell Trumbel - just because we give someone something tangible, doesn't mean they have gotten the message - need to get people to do something - need to augment kits with message delivery

Mark Clemens - the CSEPP ready test - give people what they need to take the test (internet - hard copy) - if they pass, name is added to database - if they fail, CSEPP continues to work with them

AJ Grant

- Starting with end in mind can be good - need to tell a story - need a reason to tell the story
- Making Chemical Weapons History is a good place to start the story - legacy of protection - stewards of legacy of protection
- The strategy is not brand new - it encompasses the best of what works



Marilyn Thompson - Making Chemical Weapons History isn't slogan Pueblo wants in mind
- primary concern is public safety

Bill Bischof - what does story mean to public - deadly weapons are out there - means that the public needs to protect themselves

AJ Grant - possible materials for Ready. Get Set. Act!

- Need to stick with charter vision
- Simple is goal
- Localization is goal (pictures)
- Story is told through materials
- Short and to the point
- Materials move through the messages
- Tone can be established through the materials

Outreach Campaign - everything but printed materials

Ready. Get Set. Act! Campaign - the promotional materials

Bill Bischof - campaign needs to be presented in a more unified, directional manner, who does what and what happens next needs to be addressed

Pueblo

- Community gets upset with glitzy brochures - don't want to spend their tax dollars on 4-color brochures
- Public isn't interested in big marketing
- Complacency is also an issues - this needs to be addressed

AJ Grant

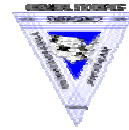
- Messages need to be addressed in parallel
- Messages need to be put in order

Bill Bischof

- Feeling better about Ready. Get Set. Act!
- Still wishes it was something snappier, like "Step up to CSEPP"
- Others were "Be CSEPP Ready"
- Still not 100% with Ready. Get Set. Act!

AJ Grant

- People need to be at the center of the strategy
- Ready. Get Set. Act! Addresses the public at the center
- "Step up with CSEPP" might put CSEPP in center
- Must also remember that CSEPP relates to the rest of military and government - as soon as government has a lack of credibility, so does CSEPP



- Personal credibility is affected by means out of our control
- A focus group could address some of these issues

Bill Bischof

- Disagrees - matches public with CSEPP and addresses them together
- However, if he is in the majority with Ready. Get Set. Act! That is fine - he can live with it

John Sorenson

- What are the differences between the ready portion and the get set portion?

Marilyn Thompson

- Will one slogan be used across all sites?

AJ Grant

- Sites are spread out, so the seamlessness of campaign might not be as much of an issues
- National strategy lets us all act accordingly out of a set of guidelines
- Ready. Get Set. Act! Seemed to be most viable in terms of our goals and addressed the public mind set

Cheryl Humphrey

- Ready is awareness and beginning reparation
- Get Set is the next preparedness level
- Act is the unlikely event of an accident

Mica Ward

- Problem with slogan in that it mixes phrases - might be good to drop the "get" portion
- Traffic light visual might work well with this

Marilyn Thompson and Kathy DeWeese

- Ready Set Go might also work well based on site specific requirements

Cheryl Humphrey

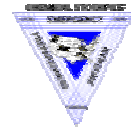
- Suggests Ready? Set. Act!

Jesse Seigal

- Military training basics of "crawl, walk, run"
- Proficiency enables those to run
- Ready. Get Set. Act! Seems to address this concept
- Can't get people to run without having them crawl first

AJ Grant

- Goal is evolutionary communications
- Strategy is about addressing evolution of communications



- This might not work at every site - it might be futile

Don Jacks

- Nation wide acceptance might be an issues
- Sites might want autonomy and don't necessarily approve of federal interference
- Suggests IPT members taking Ready. Get Set. Act! to sites and getting feedback - find out if this will work at each site
- Need to see if this receives site approval before we spend too much more time on it

Cheryl Humphrey

- Strategy may work depending on how it is implemented and what products are brought to each site

Mary Hudak

- We want county support - if we don't have public official support for campaign then the strategy won't work
- Need validation from county commissioners, etc.
- Need to spend some time with this - need commissioners, etc to be part of and support this

AJ Grant

- Campaign needs to be a rallying point
- Maybe it should be national support rather than national strategy
- People on top - national on bottom

Bill Bischof

- Do we have enough of these "promo" materials for each of them to bring home?
- Would help sell campaign to sites and officials

Mary Hudak

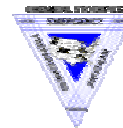
- Calendar is a good example of national support with site-specific materials - all sites do it

AJ Grant

- Does Ready. Get Set. Act! help everyone?
- Is it applicable?
- Would customized materials help?
- Can it be a rallying point at sites?
- Can language be common denominator?

Cheryl Humphrey

- Literacy is an issue, need 4th to 5th grade level
- Also need Spanish version
- Will materials be printed from a central point or are they printed at a local level

**Mary Hudak**

- Need to address the "stewardship" issues - what is the relation to watching the chemicals and protecting me?
- Need to focus more on people of community

AJ Grant

- When it come to safety everyone counts - this may be the way to go
- Need to find a way to start the conversation

Delois Champ

- People aren't happy about chemicals in their backyard - don't want to focus on this
- Alabama starts with federal mandate to destroy the chemicals
- Key message is safety to the public

Tom Warnock

- Federal mandate says we protect you because we have to - not because we want to

Mary Hudak

- We might want to focus on that we have lived safely with these chemicals for many years - circumstances are changing, so we are going to have to change also

AJ Grant

- Safety is key message
- Something is changing though and we are going to have to deal with this
- Message may be "be safe always"

Terrell Trumbel

- Something is changing and we need to deal with this
- Need to focus our communication on safety
- News media will pick up on the changes at the depot

Cheryl Humphrey

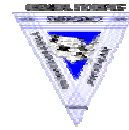
- Chemicals are here - doesn't matter whether they are stored or being destroyed
- However, public is seeing change
- Safety is key message - depending on which stage of chemical process is in

Marilyn Thompson

- Safety is wanting the public to do something - can't wait for disposal to get message out
- Safety issue is here now

Tom Warnock

- Messages may be, why did we store them and why are we getting rid of them
- Need to hook on to common thread of safety



Marilyn Thompson

- Our IPT is here because national officials did not think we were doing our job
- So they recommended a national strategy
- Something to spend money on, that makes officials feel like something is being done
- Our IPT focus is the people and the safety of the people

Bill Bischof

- Hook can be the changing risk factors - the opportunity is there for us to grab on to
- Need to take advantage of risk issue - if don't, media will

Steve Horwitz

- Official end date is 2007
- Key concern is to show incremental results

AJ Grant

- Based on site differences, campaign will address these
- Timelines for disposal are different at all sites
- National program needs to address components of the timelines

Campaign Outreach

2001

- March - Portland *Oregonian* investigative piece - figures to be the definitive journalistic work on CSEPP - research has been going on for 6 months - on the verge of publishing - basic slant will be that we have spent millions of dollars and the people are not safe
- March 5-7, 60 Minutes II piece - will focus in industrial related issues - will also look at dangers and preparedness issues

2002 - February 2002 is the burn date for Anniston

- Public awareness will have a spike here (news media will pick up this story)

2003

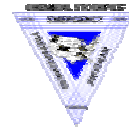
2004

2005

2006

2007

Open Discussion



Cheryl Humphrey

- CSEPP challenge web site
- Name that Zone provided a lot of public response - people want to know if they shelter or evacuate, which relates back to the zones

AJ Grant

- Need to make incremental campaign moves that address each site's unique timeline/situation
- Campaign will probably launch in May - we will coordinate this effort with Demil
- What is the likelihood of coordination with Demil
- Does May timeframe feel OK? We will look at how this is integrated at each site

Dennis Lindsey

- We need something now and then stuff further down the road
- Need stepping stones

Kathy DeWeese

- Glad program is integrating with disposal (PMCD) - they will put out their messages and we need to mesh theirs with ours
- Need coordination ahead of time

Steve Horwitz

- Can we develop menu of options that sites can pick and choose from?
- This would help with local implementation and customization - this will help sites suit the plan to their sites

AJ Grant

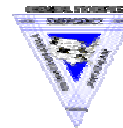
- We are the drivers - we are not picking up pieces - will look at both short and long-term
- Need national support rather than national strategy
- Internal structure of how this will work and how it is structured

Don Jacks

- Need to look at the May date more closely
- We also seem to have moved from protective actions to disposal - these are divergent messages and we need to clearly examine this
- Charter and objects of strategy deal with public protective actions
- Need to also worry about selling mission and how it relates to overall public affairs mission

Group

- Doesn't agree that we are on disposal
- Overriding message needs to be public safety and protection



Steve Horwitz

- Initial reaction from senior management to what IPT has done has been good
- Positive feedback
- Next briefing is in March - need something more definitive than what we briefed in November
- In November, state directors were complimentary to what was done - bar has been set high and we need to continue to meet this expectation
- Should be concerned about protecting people at this level

Afternoon Session

Acute Exposure Guideline Level (AEGL) discussion - John Sorenson

- Standard toxicity levels that trigger emergency response to chemical events
- Standardizes the process - combination of government and private industry
- 3 levels of AGL (1, 2, and 3)
- 1's - toxicity values where people show minor signs and symptoms
- 2' - more severe health effects - as emergency managers you should be concerned about protecting people at this level
- 3's - be concerned about people's well-beings - may trigger emergency response
- AEGLs are expressed as concentrations over time
- AEGLs are for exposure over a variety of time frames - as time frame gets longer concentrations get lower
- If you sum them up they come out the same
- Dealing with cumulative exposure - triggers emergency response
- What piece of information does public know about this - response time

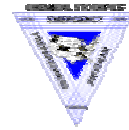
Continuation of National Strategy Discussion

Goal for today: What will strategy and campaign look like?

1. Reconfigure strategy concepts
2. Adjust mock-up campaign
3. Clarify message priorities - common denominator
4. Establish timeline and tasks
5. Selling concept to the sites

Key Strategic Elements (page 6) and Strategy Commitments

1. Notify the public and/or media immediately of change of policy/incident/situation (proactive)
 - Pueblo uses a basic 30 minute time frame from time of initial request from media



New Language for commitments:

- 2 to 24 hour response or information release
- Proactive in communications - commitment to immediate response
- Commitment to being more accessible to the media (rapid response)
- Provide information even when it is not asked especially in an active area
- Clearly emphasize how little time people have to respond in an accident
- Message - we know we are in a time intensive situation
- Employees (and contractors) as ambassadors and emphasize getting rapid information to employees
- VIP press releases - get them to the key people
- Sites need a policy in place to designate spokespeople and appropriate issues for discussion (possible three talking points that every employee can address)

Audiences (page 8)

Missing from list are:

- Tribes
- Other special need audiences (people with disabilities)
- PTAs

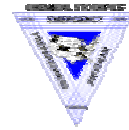
Each site needs to prioritize top three audiences that can help spread the messages - powerful vehicles for communications - sites then need to determine the best way to use these audiences

Media (page 11)

- Common denominator materials that would help with media relations
 - Generic fact sheets
 - Public Service Announcements
 - 6 to 8 nationally oriented articles - pieces that build and add to what is already happening
 - Pre-done letters to the editor or op-ed pieces (IPT needs to e-mail topics of interest for these types of pieces)

IPT Communications Process for National Materials

- A central group (IPT) can examine these pieces for **accuracy** and **consistency** of tone and message
- Need to be careful with national approval process for local materials
- Work in process concept could work well (and silence means agreement)
- Goal is to ensure accuracy and consistency
- Process needs to be simple - don't need a lot of people involved
- IPT should endorse products and then they would be passed on to senior management for final approval
- Senior management must be briefed properly about the background/issues surrounding the materials



- Need technical advisor for issues (advisor will depend on the type of issue)

Everyone needs to send their collected public affairs materials to AJ (brochures, calendars, press releases, and calendars) - please do this within 2 weeks

Nicole will send AJ's address to IPT group

Creating a Joint Effort

Concentrated effort to raise awareness - is this an important part of the strategy?

- We should use people that are already involved (religious groups, fire, red cross, counties, local businesses, etc.) - we must talk to these organizations in terms to meet their needs
- Need to keep group efforts positive
- Each site needs to pick 4-5 positive groups to align with - national support will provide a cover letter to explain this concept to the contact - would explain level of involvement and participation
- Possible problem - Army can't pay for endorsements that supports someone else (might be construed as endorsement) - need to look into this - John Yaquiant will look into this

Messages

What are the three things we want to say at the basic level - not exact words, but concept is important - all will be written with the public in mind

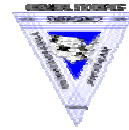
1. Committed to safety
2. **Protective actions (protecting yourself - SIP and evacuation - notification issue)**
3. What's ahead (changes at the depot)
4. **A chemical emergency is different because time is critical**
5. **Emphasis on public responsibility - you are the most critical part of the system - doing the safe thing - role of other people is also important**
6. Combined effort - community effort
7. Assuredness

Take a look at the messages passed on by Umatilla, please provide feedback to the Umatilla group and AJ Grant (handout)

Selling the Strategy Internally

Who are we selling to?

- PIO IPT → Local PIO → Local Coordinator → Local officials and partners
- PIO/IPT → senior management



To sell it would be nice to have

- Explanation (short) - one page description
- Product example
- Need to include local PIO group - let them be active and be a part of the effort - "share" work that has been done at IPT with the rest of local site PIOs
- Talk about how to make it work at your site - people will provide feedback
- Out of box approach - invite them to participate in an exciting new effort - we want to share the concept
- Sell menu of options approach

Local PIO working group to local coordinators/commissioners (reporting authority)

- Cover letter
- Samples
- Details
- Associated costs at local level
- Workload/timeline - concentrated effort

Funding will be discussed further when the program is sold to senior management

- Local strategy with unified national support

Let Nicole know what the basic number for mailers is at your site

Alabama - OK with where we are today - concerned about the implementation at the local level - mechanics need to be covered at the national level - plan also needs to detail national and local details - budget issues at national/local level - don't want to take money out of local budget - leadership at AL will be hesitant to spend money until a protective action strategy is set for Calhoun county

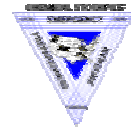
Arkansas - Funding/title aside, Bill feels good about plan

Colorado - thinks plan is doable - good things are coming out of this - want to make sure that we keep the word out there and make sure to include the evaluation portion

Indiana/Illinois - ok with where we are going - would like to see some parts moved up time wise - 1st survey based on Umatilla survey - need a starting point (baseline) fairly quickly - sample brochure would be nice to bring back to sites

Kentucky - feels better about strategy now - concept is better/less abstract - plan is more solid, tangible - likes national support rather than national driven

Maryland - same stuff as mentioned before - feels hopeful about plan



Oregon/Washington - individual site PIO groups are critical to making this plan a success - good work done today - WA is good with plan, will be looking for the radically changed plan - views expressed helped us to get the plan where we wanted it

Utah - feels good about plan - likes what he sees - likes local strategy with unified national support - concern about different phases of the program at each site - timeline (based on individual site schedules) will be crucial in making this a success

Army (John Yaquiant) - overarching approach - still crucial to integrate local efforts - focus on local strategy with this as a background - need to emphasize results for national level - funding considerations will be taken seriously - there are options because the money is there and we will work on it

FEMA Region IV (Mary Hudak/Randy Hecht) - feels that great progress has been made - region feels good about what's happening - feels that it can work at the FEMA Regions - pieces are in place and resembles previous successful campaigns - we are headed in the right direction - (Randy Hecht) - work being done here is important - glad it is happening - plan should address IRZ issues/community education and public awareness effort

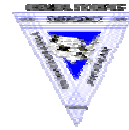
Don Jacks (FEMA HQ) - happy with work done today - good move from strategy to support - concern about third parties was addressed - anxious to see the future

Argonne (Mica Ward) - excited about plan - great opportunities to merge existing tasks

Oakridge (John Sorenson/Barbara Vogt) - glad to be here - glad to help with the technical issues

To do next:

- Copies of example to brochure to everyone by Monday
- AJ will reconstruct strategy by March 10th
- By March 17th, AJ will create 1 page selling appear and comps
- By March 16th, local PIO groups will set a meeting
- March 15th week - sub IPT - Dennis Lindsey, Jim McCamy, Cheryl Humphrey, AJ Grant, Mark Shull - will give plan one last look and prepare State Director's Briefing - focus on excellence of product - funding will take care of itself



Day Three

Updates

Broadcast faxing

- Is this something we need?
- Some of the depots may already have it
- Speed is an issue - in an emergency time is critical
- Cost is also an issue
- PIO group at the sites should work this issue internally
- Most media outlets still prefer fax over e-mail
- There are services you can buy to do this
- Spectra Fax is one company
- Susan Huff (Tooele) is working with a good company - we can look into this further
- John Yaquiant will follow-up with Susan Huff on this issue - bring back information to the next IPT on this issue
- Jennifer Gordon and Rochelle Cruz are also interested in this issue
- This issue also relates to the upcoming Ready. Set. Act! web site

Product Discussion

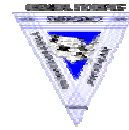
- This needs to be tied into our new national support program
- We need to discuss what products we need to make this project a success
- Doors, brochures, web site, magnets, etc.
- Menu of available products
- High school social studies or science products are another product idea
- D2PC is sometimes shown to older high school students to demonstrate how the plume works, etc. (there is a worry about scaring the public)
- Telephone messages that are played when on-hold
- This issue must be addressed in the final strategy

Sub-IPT meeting on national strategy

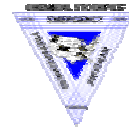
- Week of March 12th (week of CSEPP meetings)
- Dennis Lindsay
- Cheryl Humphrey or Mark Clemens
- Jim McCamy
- Kathy DeWeese
- Mark Shull and Nicole Smith

Argonne Update - Mica Ward

- SIP Video
 - There is a stop work order on this - the money will be reallocated to additional products



- Training and Exercise Focus
- Three of the Fact Sheets are in review (Mike Myirski is doing the technical review)
 - SIP
 - Evacuation
 - Nerve Agent
- Also looking at fact sheet on pets
- Please e-mail any topic ideas to Kay Ingle
- Hotline web site - will set up a CSEPP web site - ability to share information
 - Electronic bulletin board
 - Security issues are a concern
 - Internal working group function
 - Training on this issue will be provided - PIO community needs to be shown how to use this
 - Might be a good national conference activity (hands-on)
- Coloring book
 - 2 artists have been selected
 - Topics for coloring book are under discussion
 - Coloring book is still in talking phases - could include the Ready. Set. Act! theme
 - Still unclear if it will be all hazard or CSEPP specific
 - We have a lot of room to work on this product
 - Some people prefer all hazards others prefer CSEPP specific
 - Different considerations for all hazard SIP and CSEPP specific SIP
 - School pressurization is an issue also
 - Bill Bischof's concept - what the chemicals are, how you will be notified, and what you will do
 - One option would be to do several versions of the coloring book - develop a template and add site-specific pages
 - There are coloring books available for other hazards, maybe this one would be better if it were CSEPP specific
 - Target audience is third grade and below
 - Might be good to have activity book for 3rd to 6th grade level
 - Ideas will be sorted through and feedback will be provided
- CSEPP Video Brochure
 - Designed for local officials who need more information
 - Need photos and video from sites to finish this product
 - This will be under 10 minutes
 - A lot of officials will not have enough time to devote to watching this
 - A lot of sites don't have a need for this product at a local level - might be better on a national level
 - Need to keep focus on people rather than on CSEPP
 - Talladega brochure is about people - new CSEPP brochure isn't necessarily about people
 - Might be better to do video on SIP for homes and SIP for businesses



- This could carry over to the planning process for businesses
- Video for businesses helps to get a foot in the door
- Videos should also address what we do when "All Clear" is sounded
- IPT group can provide input on this
- More information can be presented on this at next IPT meeting
- Are there standards for what goes into SIP kit? Should be the same for chemical events
- Need to address newcomers
- Requests for new course
 - PIO spokesperson training course
 - Would focus on difficult questions
- JIC SAW III was premiered at Arkansas the week before the Pine Bluff exercise - it went well and will be done at Umatilla next week - emphasizes the big picture
 - New format was used at Pine Bluff exercise - worked well for exercise and met the objectives

Oakridge Product

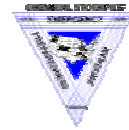
- Home SIP
- Home SIP Kits
- Unshelter

Argonne Product

- Business SIP
- Special facility SIP
- Collateral material for developing work plans for businesses
- Unshelter

Performance Measure Update - Mark Shull

- The IPT recommends standardizing the survey instrument for all eight sites
 - Doesn't necessarily mean that all the questions will be the same at each site
 - Survey should be based on public - does public know what to do
- We should look into the possibility of using one firm to do this
- AJ Grant and Mark Shull will provide an example of questions to the IPT group
- Need to address differences between outputs and outcomes - "move the numbers, measure the impact"
- Sub-task to review data from all existing survey instruments across all sites
- This information will be pulled together and reported back to the group
- CSEPP Quiz -
 - Good way to "test" public
 - Those who passed would be added to the "CSEPP Ready" database
 - "Name that zone" is another fun way to accomplish this
 - This test effort provides "hard" numbers - quantifiable



- 2 implications for national plan - includes performance measurement (data collection)
- concept of a product (what is the best vehicle to do this)
- Also instead of a test, it could be accomplished if someone filled out a family preparedness plan

Big Picture

- FEMA Annual Report to Congress FY 2001
- Public education is one of the quantitative performance measures
- "A high level of public awareness of protective actions"
- Area is receive a lot of attention

Message from Calhoun County - Delois Champ

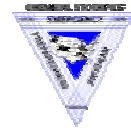
- Calhoun County met yesterday, and their protective action will remain evacuation
- Commissioners reaffirmed evacuation
- No SIP public information is to be sent to Calhoun County

Steve Horwitz

- Still need to consider adding SIP language to the SOW in the event that things should change
- Don't want to limit our options with the contractor
- This should be brought back to Calhoun County

National Conference Update - John Yaquiant

- Format for this year will follow 2000 format
- Conference on July 25 and 26
- Public Affairs specific meeting will be on July 24
- Reception in the evening
- Travel days and 23 and 27
- Portland Marriott downtown in Portland, Oregon
- Agenda item for next IPT might be to develop a game plan for July 24 meeting
- E-mail John if you have any ideas for the July 24 meeting
- We could do a possible mini IPT on the 24th
- Plenary session on the 24th - will discuss past year and upcoming year
- Don Jacks will facilitate the break-out sessions
- Break-out sessions could focus on different sites
- Should possibly brief everyone on Ready. Set. Act! talking points
- Plenary speaker time will be limited to 2 hours
- Information should be available on web site in mid March
- Need to let Roger Sharma with FEMA know about displays by April 27
- Senator Smith is a possible guest speaker for the closing session



Jesse Seigal

Umatilla group will provide a display and information on the media campaign - will display the whole year of the campaign - this may be done in the resource room - will include all elements of the campaign - resource room will be more centrally located in this conference

Next IPT Meeting

- **Dates** under consideration are the last week in April - April 23 - 27th
 - This isn't great for Umatilla group, but it is doable
 - Impossible for Mary Hudak
 - Not great for Don Jacks - will be in Las Vegas
- Meet on April 24 and April 25
- Travel days are Monday the 23rd and Thursday the 26th
- Please don't leave before 5:00 on Wednesday the 25th
- **Locations** under consideration
 - Chicago
 - Meet at FEMA Region V - they have invited us to return
 - Hotels - Palmer house is not available at the government rate that week
 - Hyatt Regency Printer's Row is available at government rate (close to FEMA Region V)
 - Congress Plaza hotel is available for that week at the government rate (has a lot more amenities)
 - Baton Rouge
 - An option from Army and FEMA side
 - Problem that it is not a CSEPP state or FEMA Region office
 - Portland and Seattle are also options
 - Denver is also an option
 - Atlanta and Kentucky (Lexington) are options

Vote

Baton Rouge - 4 votes

Chicago - 6 votes

Denver - 1 vote

Lexington - 1 vote

Portland - 0 vote

Seattle - 0 vote

Run-off

Baton Rouge - 7 votes

Chicago - 4 votes

Plan - Baton Rouge will be the choice - Chicago will be the back-up

Meeting Adjourned